

**Travis Community Impact Supervision**  
**Measuring Process Efficiency to Improve Probation**  
**Management Strategies**

***Dr. Tony Fabelo***  
***The JFA Institute***  
***Austin, Texas Office***

***Dr. Geraldine Nagy***  
***Director, Travis County Community Supervision and Corrections***  
***Department***

***Jose Villarreal***  
***Business Analyst II, Travis County Community Supervision and***  
***Corrections Department***

***Dr. W. Carsten Andresen***  
***Research Division, Travis County Community Supervision and***  
***Corrections Department***

**March 2007**

## Table of Contents

I. Introduction .....	- 1 -
II. Data Sources and Extraction Protocol .....	- 4 -
A. Source of Data .....	- 4 -
B. Data Extraction Protocol .....	- 5 -
III. Administrator and Manager Report Structure .....	- 7 -
A. Analytical Levels .....	- 7 -
B. Definition of Analytical Variables .....	- 7 -
C. Administrators' and Managers' Maintenance Report Format .....	- 12 -
IV. Officer Maintenance Report Structure .....	- 12 -
A. Analytic Levels .....	- 12 -
B. Definition of Analytical Variables .....	- 13 -
C. Officers' Maintenance Report Format .....	- 15 -
V. Conclusion .....	- 15 -

## **Table of Figures**

Figure 1: Overview of Process Maintenance Tracking Strategy and Reporting.....	- 3 -
Figure 2: Computer Management System Data Maintenance Process.....	- 4 -
Figure 3: Depiction of Different Levels of Analysis for Maintenance Reports .....	- 6 -
Figure 4: Depiction of Analytical Variables Included in the .....	- 8 -
Figure 5: Template for Administrator Maintenance Report.....	- 12 -
Figure 6: Depiction of Analytical Variables Included in the .....	- 13 -
Figure 7: Template for Officer Maintenance Report.....	- 15 -

## Summary

The Travis County Community Supervision and Corrections Department (CSCD) in Austin, Texas (adult probation department) has teamed up with *The JFA Institute* in a two-year effort to reengineer the operations of the department to support more effective supervision strategies. The goal is to strengthen probation by using an evidence-based practices (EBP) model.

The Travis County CSCD and the Community Justice Assistance Division (CJAD) of the Texas Department of Criminal Justice (TDCJ) have provided funds to support the reengineering effort and use the department as an “incubator” site to develop, test and document organization-wide changes directed at improving assessment, supervision, sanctioning, personnel training and quality control policies. The Travis County CSCD is the fifth largest probation system in Texas and, as such, has a tremendous impact on the state probation system. The total number of offenders under some form of probation supervision in Travis County in FY 2006 (September 1, 2005 thru August 31, 2006) was 22,728.

This is the ninth incubator site report. The prior eight reports reviewed a variety of key implementation issues and these reports can be found at: [http://www.co.travis.tx.us/community\\_supervision/TCIS\\_Initiative.asp](http://www.co.travis.tx.us/community_supervision/TCIS_Initiative.asp) (the department's web site for the initiative).

To achieve the reductions in revocations and protection of public safety expected under the TCIS initiative, it is essential to establish a routine outcome reporting system for managers in the department to use as they administer their units. An Outcome Tracking Report has been developed to accomplish this as discussed in incubator report eight.

The efficient management of processes is also a critical factor in the management of a probation department. The monitoring of conditions of probation, the collection of fees and the filing of violation reports or Motions to Revoke require probation officers and related staff to efficiently follow procedures. The multi-facet processes that must be followed for different cases at different points in time require officers to effectively track the status of each case in relation to process requirements.

This report discusses the overall design strategy for a Process Maintenance Tracking Report (PMTR) to help managers and officers in the probation department manage key process requirements. This report reviews the: a) overall design strategy for the PMTR; b) source of data for the report; c) variables tracked, and d) format of the report. The PMTR will track nine to thirteen process accountability variables (number tracked varies by type of report). For example, a manager report will identify the number of cases in the unit that have an overdue risk reassessment. The report will also show the number of overdue risk reassessments by officer. The officer report will then show the specific cases with an overdue risk reassessment for his caseload. Therefore, both managers and officers will have a tool to manage key procedures. Administrators will also have a tool to examine the performance of each management unit in maintaining efficient processes.

## I. Introduction

The Travis County Community Supervision and Corrections Department (CSCD) in Austin, Texas (adult probation department) has teamed up with *The JFA Institute* in a two-year effort to reengineer the operations of the department to support more effective supervision strategies. The goal is to strengthen probation by using an evidence-based practices (EBP) model. This realignment strategy is called the Travis Community Impact Supervision (TCIS). This name was chosen to purposely distinguish this agency-wide effort from departments in Texas and around the country that have implemented limited components of an evidence-based approach but have not been able to implement or sustain evidence-based principles throughout the organization.

The Travis County CSCD and the Community Justice Assistance Division of the Texas Department of Criminal Justice have provided funds to support the reengineering effort and use the department as an “incubator” site to develop, test and document organization-wide changes directed at improving assessment, supervision, sanctioning, personnel training and quality control policies. The Travis County CSCD is the fifth largest probation system in Texas and, as such, has a tremendous impact on the state probation system. The total number of offenders under some form of probation supervision in Travis County in FY 2006 (September 1, 2005 thru August 31, 2006) was 22,728.

In this effort, *The JFA Institute* provides research, technical assistance in managing organizational changes and documents the efforts working with the department. Dr. Tony Fabelo is directing the project on behalf of *The JFA Institute*. Dr. Geraldine Nagy, the Director of the Travis County Adult Probation department, is directing the overall reform effort in conjunction with senior management staff of the department. The effort is supported by Travis County criminal law judges, the district and county attorneys and the Travis County Community Justice Council.

This is the ninth incubator site report. The prior eight reports have reviewed a variety of key implementation issues and these reports can be found at: [http://www.co.travis.tx.us/community\\_supervision/TCIS\\_Initiative.asp](http://www.co.travis.tx.us/community_supervision/TCIS_Initiative.asp) (the department's web site for the initiative).

To achieve the reductions in revocations and protection of public safety expected under the TCIS initiative, it is essential to establish a routine outcome reporting system for managers in the department to use as they administer their units. An Outcome Tracking Report has been developed to accomplish this as discussed in incubator report eight.

The efficient management of processes is also a critical factor in the management of a probation department. The monitoring of conditions of probation, the collection of fees and the filing of violation reports or Motions to Revoke require probation officers and related staff to efficiently follow procedures. The multi-facet processes that must be followed for different cases at different points in time require officers to effectively track the status of each case in relation to process requirements.

This report discusses the overall design strategy for a Process Maintenance Tracking Report (PMTR) to help managers and officers in the probation department manage key process requirements. The report reviews the: a) overall design strategy of

the PMTR; b) source of data for the report; c) variables tracked, and d) format of the report.

Figure 1 shows the overall strategy to monitor the process indicators. Every month a snapshot of the probation population under active supervision will be analyzed along nine to thirteen process accountability variables. The reports will be structured to provide overall snapshots for the department, for each management unit and for each officer.

The PMTR report is composed of three sub-reports. These are:

**Administrator Report:** Provides an aggregate analysis of the process indicators about the department with the managerial unit as the unit of analysis.

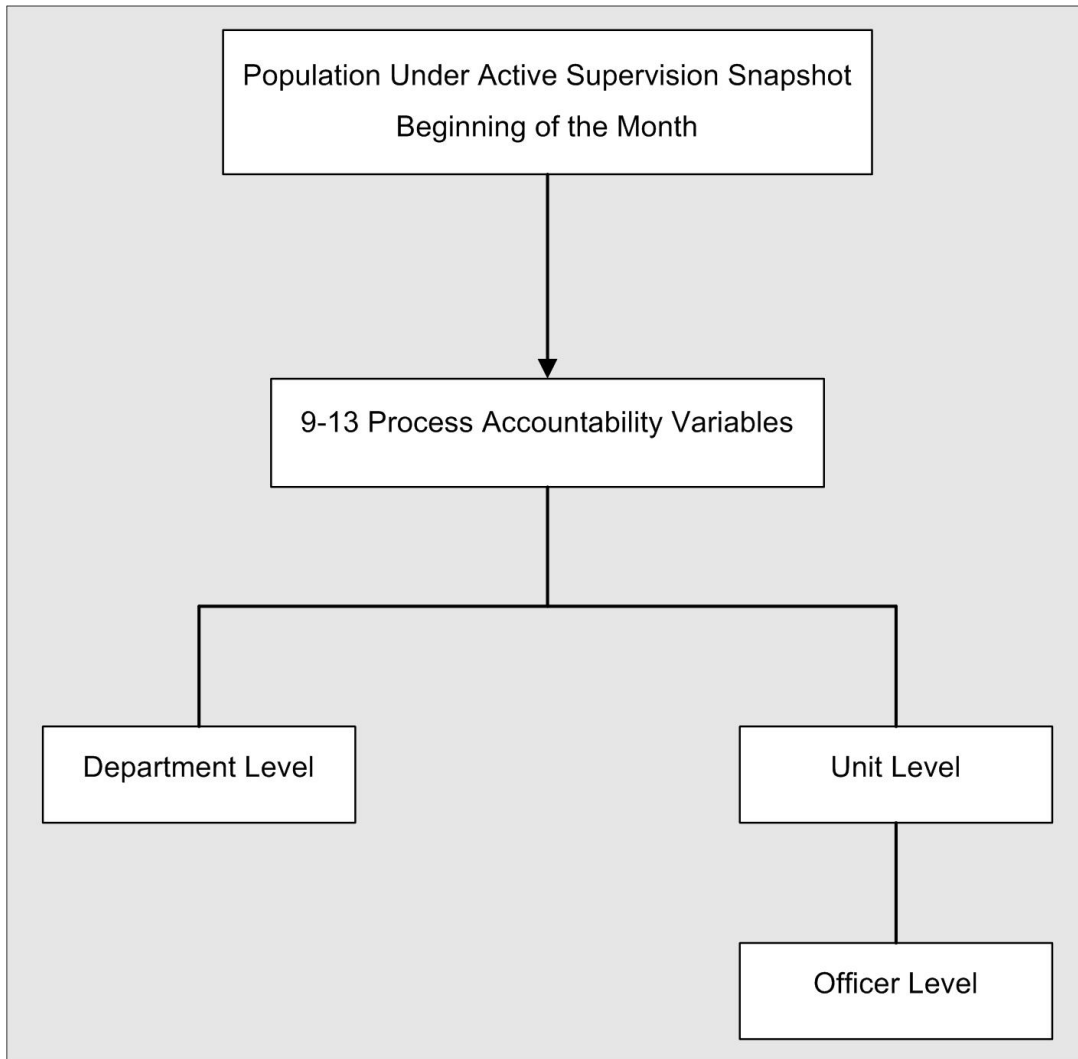
**Manager Report:** Provides the same analysis but for the probation officers within a specific unit, so that the manager can examine how each officer in the unit is meeting process requirements

**Officer Report:** Provides officers with information on the cases they are supervising that have been flagged as needing some process resolution.

For example, a manager report will identify the number of cases in the unit that have an overdue risk reassessment. The report will also show the number of overdue risk reassessments by officer. The officer report will then show that specific cases with an overdue risk reassessment for that officer. Therefore, both managers and officers will have a tool to manage key procedures. Administrators will also have a tool to examine the performance of each management unit in maintaining efficient processes.

Each month administrators and managers will receive a copy of both reports. Each report will be divided according to whether the probationer is under direct or indirect supervision. This is done to standardize the cases for analysis along these dimensions. Direct and indirect probationers differ in the required paperwork and administrative processes, and therefore it makes analytic sense to create separate reports for their analysis. Probation officers, on the other hand, can generate at any time a list of their cases that have been flagged as needing some process resolution. This will allow officers to be proactive in addressing process maintenance issues.

**Figure 1: Overview of Process Maintenance Tracking Strategy and Reporting**



## II. Data Sources and Extraction Protocol

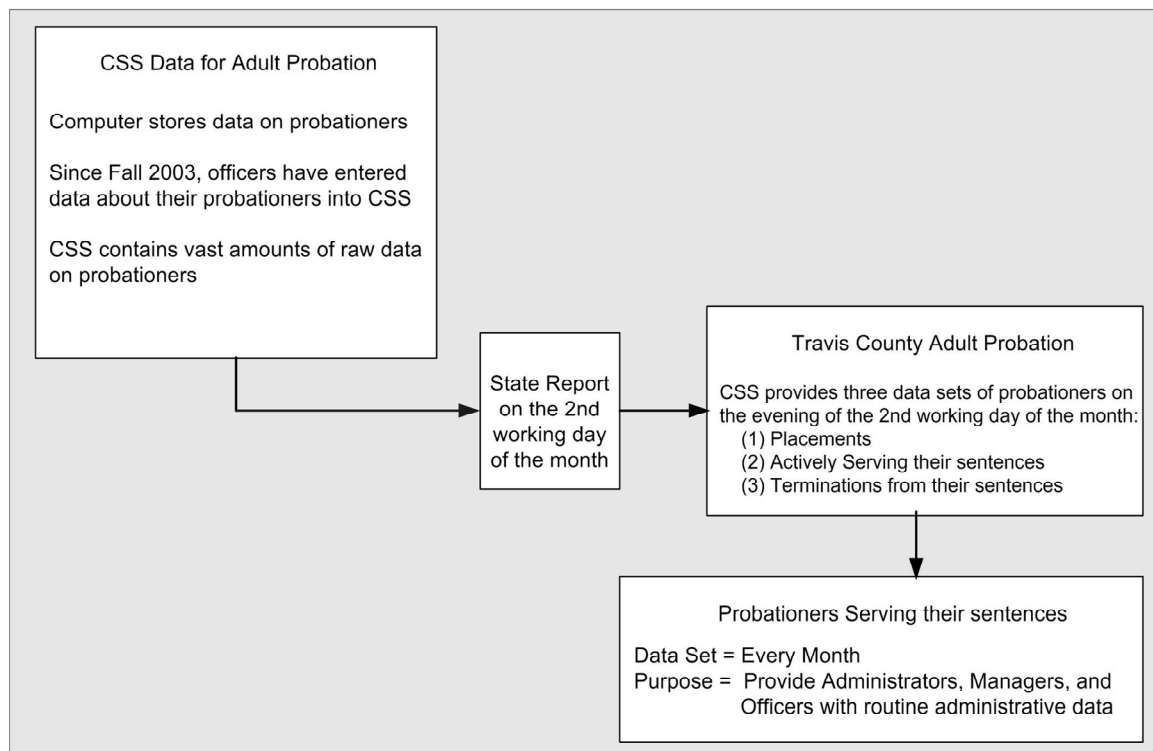
### A. Source of Data

Much of the documentation that is collected for offender records in the department is automated. Probation officers document case activities online, entering information into a database system that is maintained by Corrections Software Solutions (CSS), a private vendor contracted by the department. The system is commonly referred to in the department as the CSS system. This database, therefore, provides the information needed to generate the different indicators that are integrated into the PMTR.

Figure 2 illustrates the steps to assemble the PMTR from the data maintained by CSS. Three data downloads can routinely be generated from CSS. These downloads provide data for: (1) probationers newly placed on probation; (2) probationers actively serving their probation sentences; and, (3) probationers who have been terminated from their probation sentences. These data are needed to generate mandated reports to the probation oversight state agency. The indicators used for the PMTR come mainly from the database of probationers under active supervision.

Officers and managers do not input special information for the PMTR. The reports, which were designed by the Department's research and information system staff in conjunction with the JFA consultants, compile information from the data that are routinely entered and updated in the CSS. The reports provide a tool for use by administrators, unit managers, and officers to assist in managing caseloads.

**Figure 2: Computer Management System Data Maintenance Process**





## **B. Data Extraction Protocol**

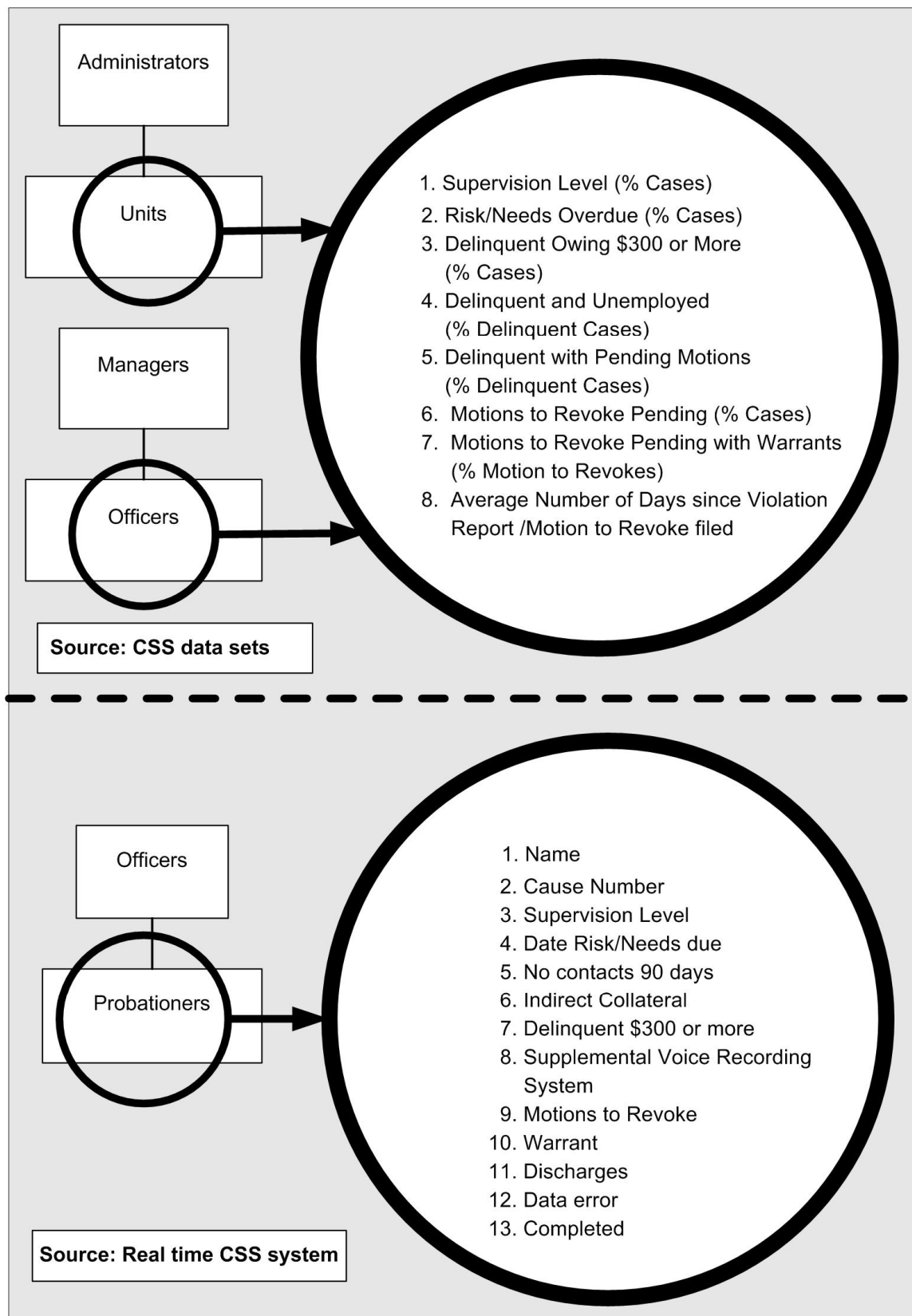
The PMTR provides three different reports: one directed at administrators; one directed at managers; and, one directed at officers. Figure 3 illustrates how the unit of analysis is different for each of the three reports. In the Administrator Maintenance Report, the unit of analysis will be each management unit (a management unit is comprised of a manager supervising up to 20 probation officers). The administrators will be able to examine at the aggregate level the eight process indicators across all units within the department. In the Manager Maintenance Report, the unit of analysis is the officers that work as part of each unit. The manager will be able to examine at the aggregate level how each officer in the unit is meeting each of the eight process indicators. Finally, in the Officer Maintenance Report, the unit of analysis is the probationers in each probation officer caseload. The officer will be able to examine the process indicators for each of the relevant cases that have been “flagged” as needing some type of process examination.

The Administrator and Manager Reports are generated from the CSS data sets created the evening of the 2<sup>nd</sup> day of the month, after the State Report is generated. The Officer Report is generated from the CSS active system in real time and can be generated by each officer at any point in time.

The Administrator and Manager Reports will be subdivided to distinguish between probationers under direct and indirect supervision in Travis County. Direct and indirect probationers have different administrative paperwork requirements and are processed differently through the department. As a result of these differences, it is difficult to compare these two varying groups, and it is most useful to subdivide them into groups to make sure that each is monitored and processed correctly.

Probationers who are “Transfer-In Cases” and “Transfer-Out Cases” are included in the analysis. Transfer-In Cases are cases that are under supervision in Travis County but were probated in a different county. Transfer-Out Cases are cases that are under supervision in another Texas county but that were probated in Travis County.

Figure 3: Depiction of Different Levels of Analysis for Maintenance Reports



### **III. Administrator and Manager Report Structure**

#### **A. Analytical Levels**

The Administrator and Manager Maintenance Report are nearly identical with one caveat. The Administrator Report provides an aggregate analysis of the process indicators about the department with the managerial unit as the unit of analysis. The Manager Maintenance Report, on the other hand, provides the same analysis but for the probation officers within a specific unit, so that the manager can examine how each officer in the unit is meeting process requirements.

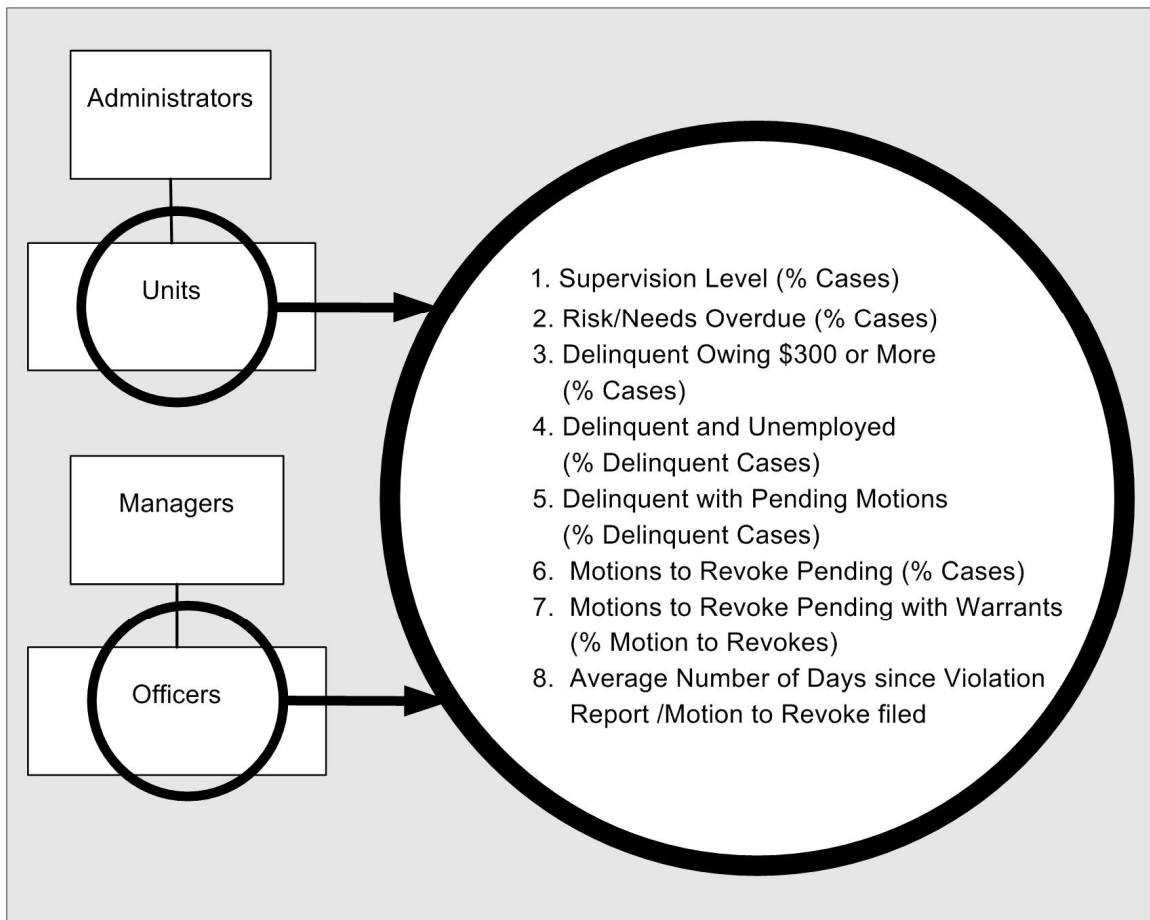
Each month administrators and managers will receive a copy of both reports. Each report will be divided according to whether the probationer is under direct or indirect supervision. This is done to standardize the cases for analysis along these dimensions. Direct and indirect probationers differ in the required paperwork and administrative processes, and therefore it makes analytic sense to create separate reports for their analysis.

#### **B. Definition of Analytical Variables**

Figure 4 depicts the 8 analytical variables that are presented in the Administrator and Manager Maintenance Reports by direct and indirect supervision status. The figure shows the text that describes how these variables would relate to direct probationers. The report for indirect probationers is similar, although the fields that don't apply to indirect supervision are excluded from that report.

Some of the variables are descriptive and provide a general context of the type of cases in each unit (supervision level, number of cases/percent of all cases, Motions to Revoke (MTR) pending, MTR's with warrants, average number of days since VR/MTR filed). Other variables are task-related and provide a snapshot of supervision tasks (risk/needs assessments, delinquent owing \$300.00 or more). The remaining are contextual variables that provide more information about probationers who have administrative details that still need to be completed (delinquent and unemployed, delinquent with pending motions). The specific definition of each variable is listed below.

**Figure 4: Depiction of Analytical Variables Included in the Administrator and Manager Maintenance Reports**



1. **Number of Cases/Percent of Cases for each Supervision Level:** For direct supervision, the probationer might be under the following levels of supervision based on the diagnosis risk score:
  - Maximum Level (coded Red)
  - Medium Level (coded Blue)
  - Minimum Level (coded Yellow)
  - Level R: This category identifies probationers under direct supervision court ordered into residential facilities, which in Travis County refers to the SMART residential facility. Probationers in this subsection are not counted in the levels listed above. Probationers eligible for direct supervision and who are incarcerated in county jail or SAFPF are categorized according to their

supervision level (above), not as Residential. The end-of-month status for probationers who are solely on Pretrial Supervision (e.g., do not have an adjudicated or deferred case) and who are placed into a residential facility is counted under Pretrial Services, not in this category.

Indirect Supervision cases refers to probationers who do not receive a face-to-face contact by a probation officer in the county. For indirect supervision, the probationer might be under the following levels of supervision:

- Transfers Out (TO): Applies to probationers who have been placed on community supervision by the courts in Travis County and have been transferred to another CSCD in Texas where they are receiving supervision on the last working day of the month.
- Transfers Out of State (TOS): Applies to probationers who have been placed on community supervision by the courts in Travis County and have been transferred to a jurisdiction outside Texas where they are receiving supervision on the last day of the month.
- Absconders/Fugitives (A): Applies to probationers who are known to have left supervision without authorization or who have not personally contacted their probation officer (1) within three months or (90) days; and, (2) have an active Motion to Revoke (MTR) or Motion to Adjudicate Probation and an unserved capias for his/her arrest.
- Incarcerated in County Jail (ICJ): Applies to probationers who have been arrested on an MTR or Motion to Adjudicate Probation, are awaiting hearing and have not been seen, and are incarcerated in county jail.
- Incarcerated in Prison (IID): Applies to probationers who are incarcerated in prison (which is possible if the person has to serve a probation term after his prison term).
- Incarcerated in State Jail (ISJ): Applies to probationers who are incarcerated in State Jail and have to serve a probation term after a prison term.
- Incarcerated in SAFPF Substance Abuse Facility (ISA): Applies to probationers who are incarcerated in the SAFPF Substance Abuse Facility and have to serve a probation term after a prison term.
- Report by Mail (M): Applies to probationers who report only by mail to Travis County and are not being directly supervised by another county. This does not include individuals when a transfer out of the county has been initiated.
- Deported (D): Occurs when a probationer is deported.
- Offender Date of Discharge Passed or Other Reason (O): Occurs when a probationer's date of discharge has passed or there is another reason for their indirect status.

- **Pretrial Diversion (PTD):** Applies to probationers receiving supervision who are being diverted from prosecution through the program. Pretrial diversion is defined as deferred prosecution where charges will be dismissed, if the individual successfully completes the conditions of the program.

This category shows the number of probationers by supervision level for each unit/officer. This category also provides the percentage of cases for each supervision level within each unit/officer. For example, if Unit 1 had 300 probationers at Medium Supervision Level out of a total of 1,000 probationers at all three supervision levels, the percent of Medium Level cases would be 30 percent. The percentage for the Administrators Report is generated by: the number of cases for a specific supervision level within a specific unit divided by the total cases within that same unit. The percentage for the Managers Report is generated by: the number of cases for a specific supervision level for a specific officer divided by the total cases for that same officer.

This data will also be provided to the administrators with the Department Total at the bottom of each page. This will allow Administrators to observe the numbers of each unit compared to the entire department. For Managers, the specific unit total for the Manager's own unit will be provided at the bottom of each page, allowing Managers to compare an officer's figures to the figures of his/her specific unit.

2. **Risk/Needs Overdue (Percent of Total Cases):** This category shows the number and percent of probationers who need a risk/needs reassessment by supervision level for each unit/officer. The percentage for the Administrators Report is generated by the number of cases that need a risk/needs reassessment for a specific supervision level within a specific unit divided by the total cases within the same unit for the same supervision level. The percentage for the Managers Report is generated by the number of cases that need a risk/needs reassessment for a specific supervision level for a specific officer divided by the total cases for the same officer for the same supervision level.
3. **Delinquent Owing \$300 or More (Percent of Total Cases):** This category shows the number and percentage of probationers whom are delinquent by \$300.00 or more, by supervision level, for each unit/officer. The percentage for the Administrators Report is generated by: the number of delinquent cases for a specific supervision level within a specific unit divided by the total cases within the same unit for the same supervision level. The percentage for the Managers Report is generated by the number of delinquent cases for a specific supervision level for a specific officer divided by the total cases for the same officer for the same supervision level.
4. **Delinquent and Unemployed (Percent of Delinquent Cases):** This category shows the number and percent of probationers who are unemployed and delinquent by \$300.00 or more, by supervision level, for each unit/officer. The percentage for the Administrators Report is generated by: the number of delinquent and unemployed probationers for a specific supervision level within a specific unit divided by the total number of probationers within the same unit for the same supervision level who are delinquent \$300.00 or more. The

percentage for the Managers Report is generated by: the number of delinquent and unemployed probationers for a specific supervision level for a specific officer divided by the total number of probationers for the same officer for the same supervision level who are delinquent \$300.00 or more.

5. **Delinquent with Pending Motions (Percent of Delinquent Cases):** This category shows the number and percent of probationers with pending motions and delinquencies of \$300.00 or more by supervision level for each unit/officer. The percentage for the Administrators Report is generated by: the number of delinquent probationers with pending motions for a specific supervision level within a specific unit divided by the total number of probationers within the same unit for the same supervision level who are delinquent \$300.00 or more. The percentage for the Managers Report is generated by: the number of delinquent probationers with pending motions for a specific supervision level for a specific officer divided by the total number of probationers for the same officer for the same supervision level who are delinquent \$300.00 or more.
6. **Motions to Revoke Pending (Percent of Total Cases):** This category shows the number and percent of probationers who have pending motions to revoke by supervision level for each unit/officer. The percentage for the Administrators Report is generated by: the number of cases with pending motions to revoke for a specific supervision level within a specific unit divided by the total cases within the same unit for the same supervision level. The percentage for the Managers Report is generated by the number of cases with pending motions to revoke for a specific supervision level for a specific officer divided by the total cases for the same officer for the same supervision level.
7. **Motions to Revoke with Warrants (Percent of Total Motions to Revoke):** This category shows the number and percent of probationers who have pending motions to revoke and active warrants by supervision level for each unit/officer. The percentage for the Administrators Report is generated by: the number of pending motions to revoke with warrants for a specific supervision level within a specific unit divided by the total number of the cases with motions to revoke within the same unit for the same supervision level. The percentage for the Managers Report is generated by: the number of pending motions to revoke with warrants for a specific supervision level for a specific officer divided by the total number of the cases with motions to revoke for the same officer for the same supervision level.
8. **Average Number of Days since Violation Report/Motion to Revoke filed:** This category shows the average number of days that have elapsed since Travis County Adult Probation filed a Violation Report/Motion to Revoke by supervision level for each unit/officer. This value is generated by: taking the average of the difference between the date the Violation Report/Motion to Revoke was filed and the date the Maintenance Report is run for each Violation Report/Motion to Revoke filed.



### C. Administrators' and Managers' Maintenance Report Format.

Figure 5 presents the actual template for the Administrator Maintenance Report. The template here depicts only the information for one probation unit. In the actual report, the information for each managerial unit will be presented.

**Figure 5: Template for Administrator Maintenance Report**

<b><i>Maintenance Report - Administrative</i></b>									
<b><i>Direct Cases</i></b>									
<b><i>From data snapshot on February 6, 2007</i></b>									
<i>Unit</i>	<i>Direct Level</i>	<i>Cases / % of Whole</i>	<i>Risk / Needs Overdue (% of total cases)</i>	<i>Delinquent Owing \$300 or More (% of total cases)</i>	<i>Delinquent and Unemployed (% of delinquent cases)</i>	<i>Delinquent with Pending Motions (% of delinquent cases)</i>	<i>MTRs Pending (% of total cases)</i>	<i>MTRs With Warrants (% of total MTRs)</i>	<i>Average # of Days Since VR/MTR filed</i>
<b><i>Regular Caseloads</i></b>									
<b><i>Unit 1</i></b>									
	Maximum	## (%)	## (%)	## (%)	## (%)	## (%)	## (%)	## (%)	##
	Medium	## (%)	## (%)	## (%)	## (%)	## (%)	## (%)	## (%)	##
	Minimum	## (%)	## (%)	## (%)	## (%)	## (%)	## (%)	## (%)	##
	Unit Totals	##	## (%)	## (%)	## (%)	## (%)	## (%)	## (%)	##
<b><i>Unit 2</i></b>									
	Maximum	## (%)	## (%)	## (%)	## (%)	## (%)	## (%)	## (%)	##
	Medium	## (%)	## (%)	## (%)	## (%)	## (%)	## (%)	## (%)	##
	Minimum	## (%)	## (%)	## (%)	## (%)	## (%)	## (%)	## (%)	##
	Unit Totals	##	## (%)	## (%)	## (%)	## (%)	## (%)	## (%)	##
<b><i>Unit 3</i></b>									
	Maximum	## (%)	## (%)	## (%)	## (%)	## (%)	## (%)	## (%)	##
	Medium	## (%)	## (%)	## (%)	## (%)	## (%)	## (%)	## (%)	##
	Minimum	## (%)	## (%)	## (%)	## (%)	## (%)	## (%)	## (%)	##
	Unit Totals	##	## (%)	## (%)	## (%)	## (%)	## (%)	## (%)	##
	Group Totals	##	## (%)	## (%)	## (%)	## (%)	## (%)	## (%)	##

## IV. Officer Maintenance Report Structure

### A. Analytic Levels

The Officer Maintenance Report differs from the Administrator and Manager Reports in three important ways. First, the Officer Report simplifies a prior series of seven separate reports that officers had to generate to monitor their process responsibilities. Producing these seven reports was a lengthy and detail-oriented process for the officer. The Officer Maintenance Report combines all seven of these tasks into just one task. The second difference is that the officers are able to proactively generate their own reports while administrators and managers will receive their report monthly from the central office. Officers can be proactive in checking on their own

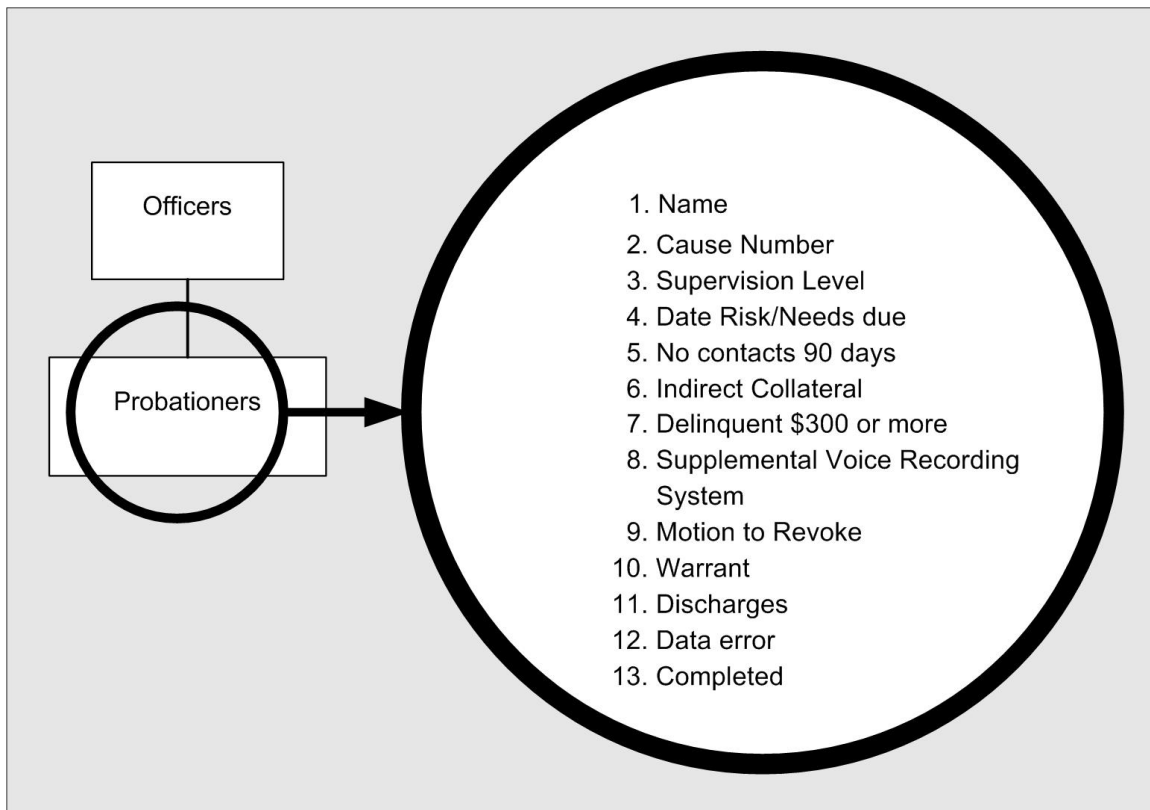


administrative responsibilities for their own cases, and can produce this report when it is most convenient. Finally, the data for the Officer Maintenance Report is the most up-to-date information available, rather than a monthly data set as a snapshot for the end of the month. Thus, officers can know what administrative tasks they need to complete in a timely fashion.

## B. Definition of Analytical Variables

Figure 6 depicts the 13 analytical variables that are presented in the Officer Maintenance Report for units by direct and indirect supervision status. Some of the variables are descriptive and provide a general context of the type of cases in each unit (cause number, supervision level, MTR's pending, MTR's with warrants). Other variables are task-related and provide a snapshot of supervision tasks (risk/needs assessments, delinquent owing \$300.00 or more, no contacts 90 days, indirect collateral, SRS, discharges). The remaining are contextual variables that provide more information about probationers who have administrative details that still need to be completed (name, CSTS data error, completed). The specific definition of each variable is listed below.

**Figure 6: Depiction of Analytical Variables Included in the Officers' Maintenance Report**



1. **Name:** This category contains the name of the probationer. Only probationers with a value in one of the other variables that indicates a problem will be listed on this report.
2. **Cause Number:** The official case number of the probationer's offense. It is possible for the probationer to have multiple cases, with a corresponding number of cause numbers for each case.
3. **Supervision Level:** The level category represents the probationer's supervision status. Probationers might have two different levels of status depending if they are under direct or indirect supervision. These are the same as for the Administrator and Manager Reports.
4. **Date Risk/Needs Due:** This category lists the date of the probationer's last scheduled risk/needs assessment, if that assessment is overdue or due within the current month. This applies only to direct cases. The officer can observe if the probationer is due for a new assessment by observing this date.
5. **No Contacts 90 Days:** This category lists the last date of contact if the officer has not had contact with the probationer in 90 days or more.
6. **Indirect Collateral:** This category lists the last date of a collateral contact. If this is missing, the officer can see that a collateral contact is needed.
7. **Delinquent \$300.00+:** This column captures the amount owed by those probationers who are delinquent \$300.00 or more in their fees. If the probationer owes nothing or an amount that is less than \$300.00, the column will remain blank.
8. **SRS:** This category lists whether the probationer is on Supplemental Voice Reporting. Supplemental Voice Reporting involves probationers reporting in with their probationer officer over the phone. It may be used with minimum risk probationers, who need only report by telephone the majority of the time, or officers may use this with medium and maximum risk probationers, in addition to their regular office and field visits. This column, which will be used in the future, tracks if a probationer is not complying with his/her Supplemental Voice Reporting.
9. **MTR:** This column indicates whether the Department has filed a Motion to Revoke on the probationer.
10. **Warrant:** This category lists whether there is an active arrest warrant for the probationer.
11. **Discharges:** This column indicates whether the probationer has a termination date that is coming up within four months of the current date. If so, this column lists the date of the pending discharge.
12. **Data Error:** This column indicates whether there are any CSTS data entry errors in the probationer's case. If there are errors, this column presents an 'X.'
13. **Completed:** This blank column is provided for probation officers to "check-off" once they have reviewed the probationer's case. For example, if the officer noted there

were data errors, after s/he fixed those errors, s/he could put a check in this column indicating that s/he had reviewed, noted a mistake, and corrected it for the case.

### C. Officers' Maintenance Report Format.

Figure 7 presents the actual template for the Officers' Maintenance Report. The template here depicts only the information for five probationers. In the actual report, the information for each probationer in the officer's caseload will be presented.

**Figure 7: Template for Officer Maintenance Report**

Officer Maintenance Report												
Date Run: Officer : Location:												
NAME	Cause #	Level	Risk/ Needs	No Contacts 90 Days	Indirect Collateral	Delinquent \$300+	SRS	MTR	Warrant	Discharges	Data Error	Completed
Probationer 1	#	#										
Probationer 2	#	#										
Probationer 3	#	#										
Probationer 4	#	#										

### V. Conclusion

This report discussed the overall design strategy for a Process Maintenance Tracking Report (PMTR) to help managers and officers in the probation department to manage key processes. The report reviewed the: a) overall design strategy of the PMTR; b) source of data for the report; c) variables tracked, and d) format of the report.

The efficient management of processes is a critical factor in the management of a probation department. The monitoring of conditions of probation, the collection of fees and the filing of violation reports or Motions to Revoke require probation officers and related staff to efficiently follow required procedures. The multi-facet processes that have to be followed for different cases at different points in time requires officers to effectively track each case in relation to process requirements.

Every month a snapshot of the probation population under active supervision will be analyzed along nine to thirteen process accountability variables that are then compiled into three process maintenance reports. One report will be an Administrator Report to provide an aggregate analysis of the process indicators about the department with the managerial unit as the unit of analysis. A second report will be a Manager Report to provide the same analysis but for the probation officers within a specific unit, so that managers can examine how each officer in the unit is meeting process requirements. Finally, an Officer Report can be generated at any time to provide officers

with information on the cases they are supervising that have been flagged as needing some process resolution.

For example, a manager report will identify the number of cases in the unit that have an overdue risk reassessment. The report will also show the number of overdue risk reassessments by officer. The officer report will then show specific cases with an overdue risk reassessment for that officer. Therefore, both managers and officers will have a tool to help them manage key procedures. Administrators will also have a tool to examine the performance of each management unit in terms of maintaining efficient processes.

As with the Outcome Tracking Report reviewed in a prior incubator report, the goal of the PMTR is for the director of the department, working with the management team, to routinely monitor the outcomes and processes to identify apparent trends, investigate discrepancies in reporting and discuss issues of concern raised by the reports. The process, if properly managed, will produce a new management culture that monitors outcomes, questions effectiveness and continually fine-tunes management practices to achieve better results in reducing recidivism and increasing public safety.